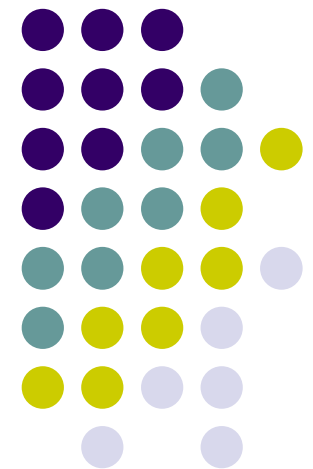


# The evolution of integration

---

*Service innovation in Australia's  
Centrelink*

Cosmo Howard  
University of Victoria





# Outline

1. Centrelink's multiple mandates
2. Complex governance
3. Changing service models
4. Demise of innovation?

# Centrelink's multiple mandates



- Integration of social and other services
- Entrepreneurial innovation and operational flexibility
- Frontline responsiveness and personalized service
- Efficiency and competitiveness
- Administrative, legislative and policy obligations

# Complex governance



- Independent statutory authority with board and CEO
- Contractual service provider for several 'policy' ministries
- Delivery division of the income support portfolio
- Ministry answerable to a minister



# Changing service models

- 1997-2001:
  - Life Events
  - One to One Service
  - Risk Management
- 2002-present:
  - Customer Streaming
  - Getting it Right



# Demise of innovation?

- Uhrig Review 2003
- Relocation to the Department of Finance 2004
- Shifts from:
  - organic integration to hierarchical integration
  - service innovation to policy championship